

ENHANCED WORK PLANNING STEERING COMMITTEE CHARTER

1.0 Introduction

The Enhanced Work Planning Initiative has proven itself a valuable tool for helping the Department of Energy (DOE) accomplish its mission “faster, better, safer, cheaper”. Through the EWP Initiative, DOE has proven that not only can it conduct work safely, but it can save the taxpayer money at the same time. The EWP Initiative has been greeted with enthusiastic endorsements by participants and observers as varied as site contractors; labor representatives; craftworkers; DOE officials at all levels, including Secretary Peña. This initiative is very much in the forefront of reinventing Government and ensuring that “good enough for Government work,” again means best in class.

This document describes the purpose, organization, and responsibilities of the Enhanced Work Planning Steering Committee and defines functions.

Enhanced Work Planning is a process that evaluates and improves the program by which work is identified, planned, approved, controlled, and executed. The key elements of Enhanced Work Planning are: a graded approach to work management, based on risk and complexity; organizationally diverse teams; organized, institutionalized communication, line management ownership; and worker involvement beginning at the earliest phases of work management; (See Attachment A for a more detailed explanation.)

2.0 Purpose

The purpose of the Enhanced Work Planning Steering Committee is sixfold:

- Ensure that the definition of EWP and its key principles are understood and applied.
- Promote a complex-wide movement toward a consistent approach to the control of work.
- Promote and support the institutionalization and expansion of EWP throughout the DOE complex.
- Provide an active avenue for DOE sites to communicate, network, and share lessons learned, products, systems, and implementation ideas to improve ongoing EWP efforts. (See Attachment B.)
- Incorporate best practices as a means to identify effective private-sector processes against which DOE projects can be benchmarked in order to improve EWP site programs continuously.
- Assist in integrating EWP with other DOE programs and initiatives (e.g., Integrated Safety Management, Voluntary Protection Program, Self-Assessment, Responsible Care®)

3.0 Organization

The Enhanced Work Planning Steering Committee is a group of DOE and DOE Site Contractor representatives from DOE facilities participating in recognized Enhanced Work Planning programs and who can represent those programs in the complex and to other committee members and potential committee members.

3.1 Membership

- A representative of DOE-EH Headquarters shall serve as Chair of the Enhanced Work Planning Steering Committee. The current representative is Michael Hillman.
- Up to three members from each participating DOE site shall be appointed by the DOE Field Office and operating contractor to the Enhanced Work Planning Steering Committee. Membership is voluntary. The appointed representatives shall establish the role and responsibilities for the committee chair, committee membership, and associated membership in the EWP complexwide Program.

3.2 Organization Funding

Since the EWP Steering Committee is voluntary, each organization will provide funding for the participation of its members.

4.0 Responsibilities

4.1 Enhanced Work Planning Steering Committee Chair

A representative of DOE-EH Headquarters shall serve as Chair of the Enhanced Work Planning Steering Committee and carry out the following tasks.

- Provide leadership and support to the Steering Committee.
- Institute and establish a schedule for Steering Committee conference calls and meetings, as appropriate.
- Work with DOE-HQ (EH, EM, DP) management to garner support and promote EWP complexwide.
- Establish methods for communication concerning Enhanced Work Planning in the DOE complex and appoint points of contact (e.g., DOE workshops, biweekly conference calls, home page).
- Establish format and content needs for required reports.
- Produce and distribute quarterly EWP report.
- Establish forums to support and promote the Enhanced Work Planning process throughout DOE.

4.2 Enhanced Work Planning Steering Committee

Members are appointed from sites with strong, experienced EWP programs. Preference will be given to those members involved in taking EWP sitewide at the site they represent. Member duties include being active in the following tasks.

- Establish roles and responsibilities for DOE-HQ support for the Enhanced Work Planning Program.
- Provide the rest of the committee and the Chair with a description of the Enhanced Work Planning initiative from the facility being represented.
- Provide biweekly status reports as directed by the Chair.
- Provide quarterly reports to the Chair that highlight program or initiative successes, lessons learned, performance measures, and path forward.
- Participate in biweekly conference calls.
- Actively and openly support and promote EWP initiatives at other DOE sites.
- Develop a standardized EWP training program that will be available to all sites interested in implementing EWP.
- Provide support to the Chair, as required and agreed to, in order to promote the Enhanced Work Planning program complexwide.
- Participate in and contribute to the lesson learned process and the exchange of information, tools, and implementation strategies.
- Participate, where possible, and provide input to the Enhanced Work Planning Core Team Leaders meetings.
- Participate in the decision-making process for the allocation of support to EWP programs complexwide.
- Coordinate the integration of EWP into other DOEwide initiatives such as Integrated Safety Management, VPP, and Self-Assessment.
- Network with sites in the initial stages of EWP implementation or interested in learning more about EWP.

4.3 Proposed Steering Committee

Headquarters/Field Office	Site	Member
Headquarters EH		Michael Hillman
Headquarters EM		TBD
Oak Ridge	Oak Ridge	Lou Tanner
	Oak Ridge	Ray Smith
Ohio		Bob Everson
	Fernald	Jim Truillo
	Mound	Jon Yonko
Richland	Hanford	Jim Schildkmecht
Idaho		John Martin
Savannah River	Savannah River	Al Marshall
	INEL	Mike Duffy
Rocky Flats	Rocky Flats	Michael Findley
Albuquerque	Los Alamos	Joseph Frank
	Pantex	Skip Maas

What is Enhanced Work Planning?

Enhanced Work Planning (EWP) is a process that evaluates and improves the site programs by which work is identified, planned, approved, controlled, and executed. The key elements of Enhanced Work Planning are —

A graded approach to work management, based on risk and complexity

Varying levels of hazards and hazard control dictate that not every work task requires the same degree of rigor in planning and execution. EWP helps sites develop criteria for determining which tasks can be performed better, faster, safer, and cheaper by relying on the skill of the craft. Tasks such as routine maintenance may benefit from team planning to facilitate coordination of resources but do not require the same degree of scrutiny and documentation as complex, nonroutine tasks.

Organizationally diverse teams

Work management teams consist of planners, engineers, workers, environmental, safety and health professionals (including radiological control specialists, if appropriate), training professionals, and line managers. These teams eliminate sequential review and input to the planning process which is inefficient time-wise. Teams also provide synergism as they discuss potential safety, operational, and productivity issues.

Organized, institutionalized communication

Considerable time and money can be saved by building upon existing, successful programs. Sites that are initiating pilot projects benefit from the programs and lessons learned at sites with existing, successful EWP programs. Sites ready to migrate their pilot project to additional areas onsite can share strategies and approaches with other sites in similar circumstances. Programs, procedures, software tools, and training courses are freely shared among EWP sites to minimize duplicative efforts and maximize resource utilization.

Line management ownership

Enhanced Work Planning cannot be imposed on line management. It must be sponsored by Line managers who accept responsibility for safety, health, and quality assurance. Successful EWP projects are characterized by managers with a positive attitude about safety and quality, who seek out the organizational support necessary to implement EWP tenets and have the leadership skills, knowledge, and authority to use EWP to improve their programs.

Worker involvement beginning at the earliest phases of work management

"Worker" refers to everyone with a role in accomplishing the work. The unique perspective of line workers injects "reality" into the work management process as no other member of the planning team can. Furthermore, the quality of work performed often parallels the degree of ownership experienced by workers. Workers' morale improves when their opinions and expertise are demonstrably valued.

How is Enhanced Work Planning Being Communicated and Institutionalized Across the Department of Energy?

Ongoing communication and networking are critical to ensure that sites experience the full benefits of **Enhanced Work Planning** applied to all work performed within DOE. Enhanced Work Planning is more than merely planning by committee. It is more than just reengineering maintenance procedures. It is more than using a single software tool to help determine safety risks or communicate occupational medicine or industrial hygiene considerations, and it is more than merely streamlining work package authorizations. EWP is the improvement and composite of the many processes and tools noted below which will enable sites to achieve work results faster, better, safer, and cheaper.

The **EWP Steering Committee** is currently providing technical support to field elements to —

- Promote the application of Enhanced Work Planning principles to all work performed complexwide,
- Improve networking and communication of EWP lessons learned among DOE sites,
- Assist the field in developing a standard approach to EWP (including procedures, programs, and software tools).

Through DOE's Office of Environment, Safety and Health (EH), the EWP Steering Committee is currently sponsoring **networking tools** to facilitate communication among EWP sites.

The **EWP home page** makes EWP information available to countless people across the DOE complex. We have received requests for more information from specialists in private industry who are intrigued by and enthused about the success stories, products, and tools described and available through the WorldWide Web.

An **EWP implementation curriculum** developed by a group focused on teaching the understanding and application of key EWP principles as well as providing an avenue for each site to tailor the curriculum to meet its specific needs will be available in August 1997. The four-course curriculum includes an introduction to EWP along with training on EWP fundamentals, EWP implementation, and EWP team formation and utilization.

Periodic and regularly scheduled **teleconferencing meetings** are held to provide a forum for topics of general interest. These conference calls are only a jumping-off point for the intrasite networking that has characterized EWP from the outset.

The products, procedures, and tools developed by various sites are summarized in the "**cross-pollination document**," which is distributed to all EWP sites. This document is updated and redistributed after each site has noted whether it has a similar tool and/or information to share or if it is interested in obtaining more information about any particular tool. This is, again, a jumping-off point for intrasite networking.

The EWP Steering Committee sponsors **periodic EWP counterpart meetings and workshops** for more intensive interaction among EWP site representatives.

Assistance from **EWP specialists** is provided to ensure that sites are taking full advantage of the various

aspects of EWP. They may facilitate communication among organizations that do not traditionally communicate, or they may simply help site personnel get started in selecting a pilot project and identifying the tools that can help them accomplish their goal. The extensive expertise and experience provided gets EWP off to a running start, thereby creating and continuing on its own momentum.